FILE _Training 3_

SECRET

DD/S 70-2649

6 JUL 1970

MEMORANDUM FOR: Director of Training

SUBJECT   : Midcareer Program

REFERENCE   : Your memo dtd 1 Apr 70 to DD/S, subj:
                    Review of Midcareer Training

1. I appreciate your comments on the papers concerning Midcareer Training and I agree that the Midcareer Program, as described in the regulation, does not reflect the realities of our experience to date.

2. I ask that you prepare a basic paper along the line of the comments made in reference concerning your proposal to abolish the Midcareer Program as such, but to retain the Midcareer Course. I suggest you attach to your basic paper regarding your proposal a draft of a revised regulation(s) to effect the change. I would then discuss your paper and the proposed regulation change as a policy issue at a Deputies' Meeting as the first step in effecting revision of the existing regulation on the Midcareer Program.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

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DD/S-SOS [   ] (2 Jul 70)
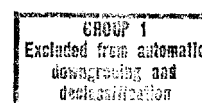Distribution
  Orig - Addressee
    4 - DD/S Subject w/ref (DD/S 70-1372)
    1 - DD/S Chrono
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MORI/CDF Pages 4-8 & 13-14

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GROUP 1
Excluded from automatic
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8 APR 1970

MEMORANDUM FOR: Mr. Coffey
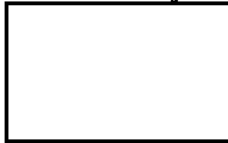
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   Sometimes you get more than you ask for. The attached memo from OTR responds to Problem Solving Seminar #3 and raises a principle issue on the Midcareer Executive Development Course and a revision of [ ] and eventually suggests a review of the concept of Career Services and the fact that we have 23 Career Service programs.

   [ ] should separate out the comments in response to Seminar #3 and suggest what we should do next, if anything.

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   The question of the Midcareer Program is posed. We can take it up on a policy issue paper before the Deputies' Meeting and as a result of that meeting revise [ ] I think this is the best route. On the other hand we could approach the issue through the back door, namely the revision [ ] which would promote much debate but little resolution. If we go the Deputies' Meeting route then OTR should prepare a basic paper suggesting this revision.

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   Career Services: A Problem Solving Seminar of the DD/S cannot take on the task of revising all Agency career services--we would have to limit ourselves to the 8 DD/S Career Services. Perhaps we should do this first and see what suggestions or recommendations are offered and if this is a fruitful exercise we might then raise it as a broader issue for the whole Agency to cover. Please let me have your reaction to the above paragraphs.

STAT

R. L. Bannerman

Att: Memo dtd 1 Apr 70 for DD/S fr DTR,
   subj: Review of Midcareer Training

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1 April 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT   : Review of Midcareer Training

REFERENCE   : DD/S Memo for DTR, DDS 70-0148 dtd
                     16 Jan 70, same subj.

1. Referent memorandum forwarded to me a summary of the conference of the Career Management Officers of the Support Career Services on the subject of the Midcareer Training Program, and requested my recommendations for modifications of the Program following study of the Seminar-3 Report, Office Heads' comments, and the CMOs' findings.

2. Let me emphasize at the outset that I genuinely appreciate the personal feelings and the sincerity mirrored in the papers submitted by members of both SDS-3 and the Career Management Officers Conference. Nonetheless, I feel strongly that the recommendations of each group fall far short of the mark. Instead of belaboring the specifics of how to modify the Program and how to devise alternative courses for those not enrolled in MEDC, we should first stop pretending that a viable Midcareer Program exists, and secondly, refrain from persuasions to furnish something special for everyone. An organization cannot be faulted for recognizing and rewarding and developing the talent of its proven "comers"; it can be justly criticized, however, for offering consolation prizes to others who, themselves, could well prove to be the harshest critics.

3. I recommend then that we stop papering over the problem of what to do about the Midcareer Program, abolish it, and leave to respective Heads of Offices the selection of their very best people for the Midcareer Course and other training, both internall and external. We cannot delude ourselves into imagining any longer that there can be even-handed application of specified criteria; that training and assignments can be the same for everyone. We have spent years trying to make the Program work, and in vain. (In OTR I well recall how conscientiously Matt Baird tried; for myself, Head of a Career Service of which I am not a member, I am acutely aware of how powerless I am to carry out the career plan for any

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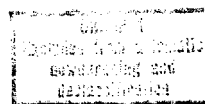
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individual.) The more the Agency realizes it must retrench, the less realistic it is to try to plan systematically and far in advance for future executives.

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4. I am confident that this recommendation would be supported in other Directorates. In late 1968 Directorate comments on proposed revisions to regulations in the ☐ Series were solicited. Those directed to ☐ , Midcareer Training Program, were unanimous in their challenge of the practicality of the training plan as were those of the CMOs. The Clandestine Service pointed out that rotational assignments are equally important to development as formal training. Some questioned the definition of a midcareerist. As a consequence of the contravention by coordinators of the substance of the proposed revision and the Program itself, the Support Services Staff did not attempt a redraft. We find, too, an obvious lack of attention to the Program (not the Course) within other Directorates. Recently we tried to determine from Directorates the numbers of officers formally designated as midcareerists who had completed MEDC. Outside the Support Directorate only two career services could identify their midcareerists and the number of these who had attended the course.

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5. But if top management argues for continuance of the Program, what then? I would then propose an early revision of ☐ which OTR would be prepared to draft. A review of the current regulation prompts the following comments:

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    a.   <u>POLICY</u>. I would not argue against a critical assessment at midcareer of each employee's experience and accomplishments to determine his potential growth. I do argue against any restrictive formalized plan for the employee's future training and growth. I believe each Office Head, working with his Career Board and his CMO, should be permitted the flexibility of planning for an employee's assignments and training within the expected operational atmosphere of his own component.

    b.   <u>DEFINITIONS</u>

        (1) Although the current definition of midcareerist specifies that he is <u>normally</u> a GS-13 career employee between the ages of 35 and 45, I would recommend that such strictures be eliminated in favor of a GS-12-- GS-14 range with an expected tenure of at least ten more years service with the Agency. "Potential for

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eventual promotion to GS-15 or higher," given tight
ceiling and related restrictions, might better be
changed to "potential for assignment to management
and executive positions."

(2) The definition of the Midcareer Training Program
says little and is unnecessary. As emphasized above,
the requirement for a formalized training plan should
be dropped.

(3) It goes without saying that I favor continuation of the
Midcareer Course. The words "Executive Develop-
ment" should be dropped from the title. I would
delete the second sentence of the existing paragraph.

c. **RESPONSIBILITIES**

(1) (a) Age and grade should be changed to conform with
subparagraph b (1) above.

(b) I have previously discussed at sufficient length
the elimination of the requirement for a training
plan; certainly it is ridiculous to expect that the
Director of Training should be consulted in the
establishment of a plan for each midcareerist.

(2) (a) I recommend that monitoring of the training pro-
gram for an office's midcareerists should be the
responsibility of the Head of the Office. Training
should be programmed according to the needs of
the office and must be coordinated with operating
requirements and planned assignments of the
individual. I consider the Office Head to be in the
best position to oversee the development of his own
officers.

(b) The Chairman, Training Selection Board, no
longer approves nominees for the course; this
responsibility now lies with the Deputy Directors.

(3) (a) The current subparagraph no longer will have
meaning within the foregoing concept.

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(b)   The Director of Training will continue to develop and conduct the Midcareer Course.

6.   If we are to have a program based upon selectivity we must demand strict observance of criteria and guidelines. In the past, some offices have used the Program as a means of placing relatively new employees in the Midcareer Course for purposes quite close to EOD orientation. Others have used the Program as an incentive to encourage employees to strive for Midcareerist status in the belief that their professional futures depended on such status. Some offices have appeared to enroll employees in the training course more as a reward for long, faithful service rather than for development. I think seriously that one major impediment to the development of our best people is the existence of the 23 separate career services. I think they should be abolished and a substitute identified. I suggest that there could be four services, one for each Directorate, or three services ordered functionally, i.e., collection, production, and support. There is merit even in a single Agency service. I have proposed to you by separate memorandum that this be made a subject of future seminar discussions.

7. I cannot agree that a second two-week training course, comparable to Phase II of MEDC, should be established for officers not falling in the Midcareerist category. I feel this would heighten the feeling, real or imagined, of second class citizenship of those not selected for enrollment in the Midcareer Course. A second program would place a further heavy drain on speakers, and the course could easily become a dilution of the current Phase II. Several excellent courses are already available to non-midcareerists as well as midcareerists, e.g., the Advanced Intelligence Seminar, the CS Professional Development Program, the many phases of Management training, plus a number of component training courses. External training programs might be given more attention.
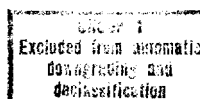
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/p~ HUGH T. CUNNINGHAM
Director of Training

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Synopsis of OTR memorandum on SDS #3

1.   Appreciation for thought and effort put into the problem.

2.   Instead of "wall papering" the Program we should face up to fact
that the Program is ineffective and practically non-existent.

3.   Recommendations:

   a.   Elimination of the Program.

   b.   Retention of the Course.

   c.   Office Heads should have selection authority, no need to go
   to Deputy Director level.

   d.   Selection standards should be GS-12 through GS-14 and students
   should have an expected tenure of ten more years of Agency
   service.

   e.   Eliminate "Executive Development" from Course title.

4.   Disagree with proposed establishment of a second two-week course
for those not selected for Midcareer Course.   Reasons:

   a.   Continuation of feeling of second class citizenship for those
   not selected for the Midcareer Course.

   b.   Heavy drain on speakers.

   c.   Possible dilution of current Phase II.

   d.   Existent courses already available include Advanced Intelligence
   Seminar, CS Professional Development Course (Advanced Ops),
   many phases of Management training, component training and
   external training programs.

5.   Also included in memorandum is suggestion that the number of
Career Services be reduced and notes that this has been suggested already
as a subject for future seminar discussions.

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19 JUN 1970

MEMORANDUM FOR: Mr. Coffey

SUBJECT   : Problem Solving Seminar #3

1. On this one we are at an impasse but time may cure our dilemma.

2. Hugh Cunningham's program for developing seminar type training courses for professionals which may soon equate to the same training given CT's might be considered a partial step in the direction of providing the supplemental form of training we are seeking. I am quite aware that there is a distinct difference between the CT type training and the mid-career training but I think Hugh Cunningham is attempting to erase some of this difference.

3. Problem Solving Seminar #5 may offer some new approaches which would offer the substitute type training we are seeking.

4. I, therefore, propose to pend this matter until we have the reports from Problem Solving Seminar #5. If this does not offer a possible solution I am not sure where we should go but at least we can discuss it.

5. As regards Hugh Cunningham's proposal to abolish the mid-career program as such but to retain the mid-career training course, I do not object to this proposal and suggest that if Mr. Cunningham still feels this way why not have him initiate a paper to achieve this purpose. I think we all agree the program as such is dead and we might as well take it off the books and the regulations.

R. L. Bannerman
Deputy Director
for Support

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Problem #5:

In what ways can OTR courses/programs be made more responsive to the future needs of the Support Directorate.

Training Courses -- Pertinent to Support Directorate:

ADP Orientation - 3 days (OCS)

AMP - 1 week

Budget Process (PPB) - 1 week

Field Finance and Logistics - 3 weeks

Language

Management - 1 week

Managerial Grid

Midcareer

Supervision

Trends & Highlights

JRP

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6/16/70

Mr. Bannerman:

Rough notes I took on points you made, re Seminar #5, [   ] STAT

briefing.

- What can we offer that is better than we now have.

- What can the Support Directorate do to make the careerist a
  better man through better training, specifically on DD/S subjects.

- The team concept.

- The Support careerists contribution to policy:
  How do we get policy.

- What is common to all 7 offices:
  How to manage the specialties

- Training: Directed v. requested

- OP's points on objectives and currency

[   ] STAT

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1 June 1970

NOTE FOR: Mr. Bannerman via Mr.　JUN 1970

SUBJECT　:　Problem Solving Seminar #6

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Place　　　:　[　　　　　　]
Date　　　:　21 - 26 June 1970
Grade Group:　GS-14 (GS-13 from OL and OMS)

Problem　:

　　　In what ways can Office of Training Courses or Programs be made more responsive to the future needs of the Support Directorate.

Sponsor　　　:　OTR
25X1　　Liaison Officer:　[　　　　　　]
25X1　　Coordinator:　[　　　　　　]

Briefing Schedule:

25X1

　　　A.　[　　　　　]brief DD/S
　　　　　Monday, 15 June, 1000 hours in DD/S Office

　　　B.　DD/S brief Seminar Group
　　　　　Tuesday, 16 June, 1600 hours in DD/S Conference Room

　　　C.　OTR brief Seminar Group
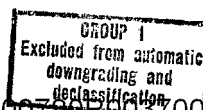　　　　　Wednesday, 17 June

Participants:　Attached List

[　　　　　　]　　25X1
Support Operations Staff/DDS

Att.

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